

Full Length Research Paper

Analysis of the human resource management role in hospitals using Ulrich model

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Human resource (HR) management is regarded as a vital factor in organizations. Nowadays, the human factor is considered a unique strategic resource and key executive system designers of organizational processes. Based on progressive organizational thinking, the human resource is assumed as a major asset among company's production factors. The research goal for this paper is to evaluate human resource's role in specialized and sub specialized medical training hospitals of Iran, using Ulrich model. Research results indicated that the studies hospitals revealed an average quality in providing human resource services and none of the hospitals could close to 160 which is the high quality standard of human resources based on the Ulrich model. Besides, the results showed that there is a significant positive correlations between the service qualities and human resources; and "strategic partner role" considered as the strength and "staff support role" regarded as a resilient point in human resource management. Considering positive impact of strengthening the planning, management and training of health workers on the performance of this section, it would be possible to improve the capacity of human resource managers and the quality of healthcare services in the society.

Key words: Human resource management, excellence, role of human resources, health services.

INTRODUCTION

Human resource (HR) management is considered as a realm of this century's phenomena. Economic successes after World War II and the extensive development of certain Far East countries have introduced the human resource development in organizations and communities as quite an impressive factor (Mirsepasi, 2005). Human resources management is defined as identification, selection, hiring, training and development of human resources to meet the organizational goals (Saadat, 2007).

Human resource management is strategic in an integrated approach to management as the organization's most valuable assets, that is, individuals contribute in meeting the organizational goals (Ghelich, 2007). Scientific studies show that the results obtained from human resources are the most influential tools to achieve the

organizational excellence (Azar et al., 2004) and there is a correlation between the discernment to detect the human resource management and differences in human resource management performance in organizations (Schultz, 1997). Organizations that invest in appropriate fields of human resources, would obtain significant returns on the staff efficiency, customers, investors and organizations. HR professionals who want to create values for customers, employees and investors are required to think about their role (Ulrich, 1998).

Organizations providing health services should improve and strengthen their human resource management principles and rely on their own capabilities in order to have positive effects on their entire system (Schiffbauer et al., 2008). Therefore, the staffing and employing human resources should be planned as part of the organizational activities and healthcare issues; because other infrastructures such as healthcare organizations and health centers, sources of financial investment, services systems, information systems, payroll systems and so on affects directly the structure and function of

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